

Dissertation – Proposal
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*To investigate the motivation and employees retention
at the workplace: Odeon UK*

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Table of contents

1. Chapter 1: Introduction
 - 1.1. Introduction: Research Topic
 - 1.2. Reasoning of the study
 - 1.3. Background of the organisation
 - 1.4. Research Aim
 - 1.5. Research Objectives
 - 1.6. Research Questions
2. Chapter 2 Literature Review
 - 2.1. Defining the concepts of motivation
 - 2.2. Process of motivation
 - 2.3. Defining the concept of talent retention
 - 2.4. Impact of motivation on talent retention
 - 2.5. Theoretical background
 - 2.6. Theories of motivation
 - 2.7. Conclusion of the chapter
3. Chapter 3
 - 3.1. Introduction
 - 3.2. Research Philosophy
 - 3.3. Research Paradigm
 - 3.4. Research Approach
 - 3.5. Research Methods
 - 3.6. Research Instrument
 - 3.7. Sampling Method
 - 3.8. Data Collection
 - 3.9. Ethical considerations of the study
4. Chapter 4 Conclusion
5. Chapter 5 References
6. Appendix

Chapter 1 Introduction

1.1. Introduction: Research topic

The *Research Title* “To investigate the motivation and employee retention at the workplace: Odeon UK” intends to evaluate the concept of motivation and employee retention, by looking at the definitions, theoretical background and processes. The investigation will enhance the barriers and drivers for motivation and employee retention and will assess the impact of motivation on talent retention with special reference to Odeon UK as the selected organization.

1.2. Reasoning of the study

The evolution of society, the development of the business environment has led to continuous dynamics at the workplace and the process of motivation. Psychological insights have always accepted the idea that motivation is endogenous (Gray, 2020). The narrow view of human motivation has been explored by various theorist and different angles have been explored. The rationale for selecting the topic of motivation and employee retention is given by their importance to organisations and their success.

1.3. Background of the organisation

Odeon is a UK based organisation and is the largest and best-known cinema chain in the UK and Ireland. It has been founded in 1930 so it has a long history in the local business environment, soon to celebrate a centenary. The cinema has gained popularity and is a known and trusted brand hosting hundreds of Europe’s biggest film premieres. The organisation is proud to be the first Dolby Cinema™ in the UK. The cinema experience with the latest innovative technology aims to deliver a unique experience for their customers. Currently owned by AMC Theatres, Odeon is the largest movie exhibition company in the world, their ethos “for film and the whole cinema experience is so deep-rooted that it is embodied in everything we do” (Odeon, 2024).

1.4. Research Aim

Research aim: To evaluate the process of motivation and employee retention with reference to Odeon UK.

1.5. Research objectives

Research Objectives:

1. To examine the process of motivation and retention at the workplace
2. To determine the issues with the process of motivation and retention at the workplace
3. To explore the impact of motivation on employee retention
4. To identify the methods used by Odeon to motivate and retain its employees

First objective intends to critically analyse various definitions for motivation and talent retention at the work place. The second objective will determine the issues that can arise in the process of motivation and talent retention and will investigate the barriers to motivation and talent retention. The third objective will explore the drivers of motivation and employee retention and the correlation. The fourth objective will examine the activity of the selected organisation Odeon UK regarding the process of motivation and staff retention. The last objective will evaluate the coordination of the two concepts in Odeon UK.

1.6. Research questions:

1. What is motivation and retention at the workplace?
2. What are the barriers to motivation and employee retention?
3. What is the impact of motivation on employee retention?
4. What are the methods used by Odeon to motivate and retain its employees?

1.7. Conclusion

This research has been constructed around the main topic, motivation and talent retention and it has been presented a clear structure of the aims and objectives.

Chapter 2 Literature Review

2.1. Defining the concept of motivation

Motivation is a complex concept and process as it depends on the individual and circumstances. The individual behaviour is controlled by this invisible force that determines a plan of action, establishing a set of goals and more importantly the desire of achievement and have results. The process of motivation in the workplace will create loyalty, commitment, high levels of energy, enthusiasm, can foster creativity and innovation (Besley and Ghatak, 2023). Motivated employees will make efforts, will push limits and will perform to the best of their capabilities (Peters, 1969).

Neville-Brown (2011) defined motivation as the “process used to allocate energy to maximise the satisfaction of needs”. Motivation generates a desire within an employee to dedicate their abilities to performance. A motivated employee will try to achieve a work-related goal as best as possible. The business in their role of employers must understand the concept of motivation and its benefits in the business performance and ultimately if is successful or not (Dartey-Baah, 2010).

2.2. Process of motivation

Motivation will vary in each organization, based on the industry type, organisational culture, internal policies and regulations and the entire work environment. The process has more intrinsic characteristics and is in direct correlation with the dynamic of the work relationships,

the levels of trust, the social elements, the group connections which contributes to the organisational (Beardwell et al , 2004).

2.3. Defining talent retention

Employee retention is “the organizational goal of keeping productive and talented workers and reducing turnover by fostering a positive work atmosphere to promote engagement. This includes showing appreciation to employees, providing competitive pay and benefits, and encouraging a healthy work-life balance” (Festing and Schäfer, 2014).

2.4. The process of employee retention

Organisations benefit of talented employees as it ensures consistency, performance and quality. When organisations invest in training and courses to improve knowledge and experience of the employee, invest in creating competitive advantage and having success (O'Mara, Petzal, 2013).

2.5. Impact of motivation on talent retention

According to Pilukiene (2017) there is a strong connection between the process of motivation within an organisation and gaining the loyalty of the valuable employees. Allocating resources to motivate employees, creating systems to ensure positive environment result in a good reputation as a company to work for, to retain and attract talent (Thompson and Gregory, 2012).

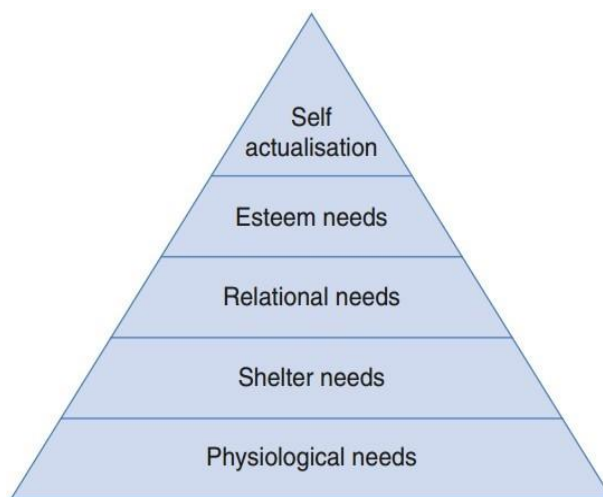
2.6. Theoretical background

The theoretical background on the concept of motivation elaborates various approaches, but it is essential to consider the time bound of the developed theories, to consider their relevance in the modern business environment. This research will evaluate motivational theories proposed by different theorists which have been applied and continue to be applied in organisations to motivate their staff (Mullins, 2007).

2.7. Theories of motivation

Maslow's hierarchy of needs (1954) is a content type theory and places five main needs in the order of: physiological, safety, relationships, esteem, and self-actualisation. Maslow considers that if these needs are fulfilled the individual will be satisfied and will be motivated. A criticism to this theory has emphasized that the psychological needs and shelter needs should not be taken into account as there are a human right and there is legislation created to offer protection against abuse, health and safety, employment law (Zaichkowsky, 2019). The relational needs, the self-actualisation needs and the esteem needs have a primary role as an individual will want to have a good reputation, a good status and be empowered to perform (Phillips, 2009).

Figure 1 Maslow's hierarchy of needs

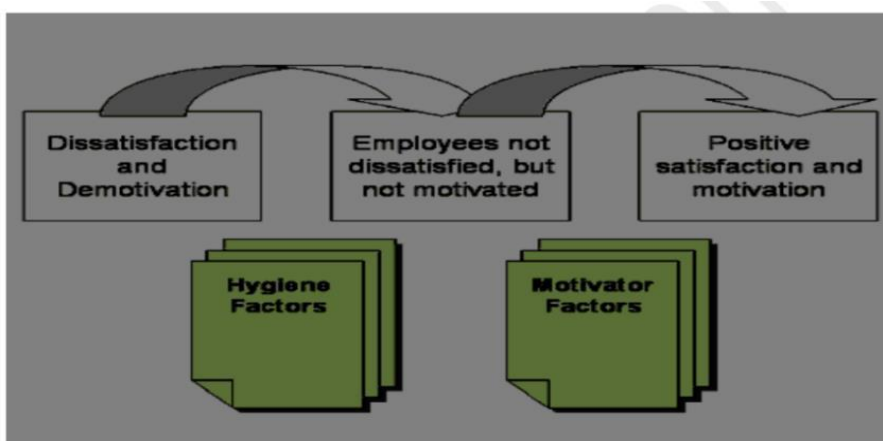


(Govindaraju, 2018).

McGregor's Motivational theory is another content theory that states that there are two types of managers under Theory X and Y, with different approaches to manage the people. Theory X involves strict control and supervision and offering extrinsic motivators such as monetary rewards. In contrast Theory Y has a more observing role, it empowers people to action, it creates stimulating working conditions, good working conditions that increase the levels of satisfaction (Senkus, 2017).

Herzberg's Two factors theory addresses the intrinsic and the extrinsic elements. Herzberg refers to the extrinsic factors as the hygiene factors such as type of work, career development and advancement where satisfaction can incur or not. Managers could create satisfaction through job empowerment, job enlargement and job enrichment (Beck, 2000).

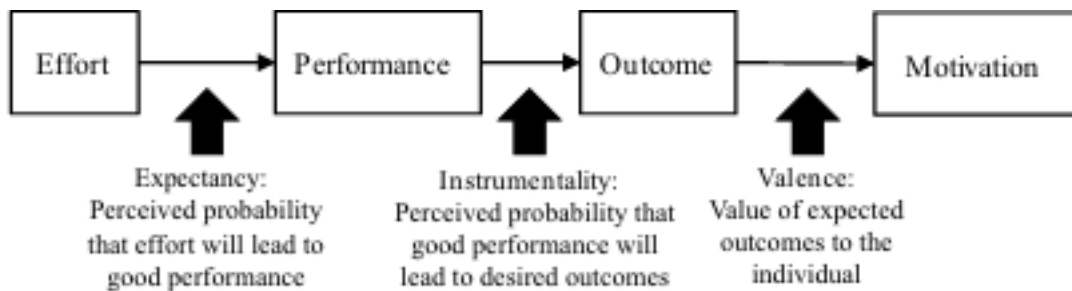
Figure 2 Herzberg's Two Factors Theory



(Govindaraju, 2018).

Vroom has developed a process theory known as “Vroom’s Expectancy Theory” which puts at the center the levels of expectancy of an individual. Instrumentality is “the outcome of performance and valence is defined as the way of how the outcome is valued” (Porter, Lawler, 1968).

Figure 3 Vroom’s Expectancy Theory



(Harris, et al.,2017).

2.8. Conclusion

Employee retention is important for team building and cohesion in the workplace so workers can trust and depend on each other.

Chapter 3 Research methods and methodology

3.1. Introduction

The evaluation of the topic involves an investigation of the process of motivation and talent retention in Odeon UK and for that purpose it will be collected primary data, secondary data analysis and results evaluation (Saunders et al, 2009).

3.2. Research Philosophy

The research philosophy for this study is ontology which captures the reality of the elements through extensive research.

3.3. Research Paradigm

The research paradigm is positivism as it intends to measure and critically analyse the collected data.

3.4. Research Approach

The research approach is deductive which involves the development of a hypothesis based on theoretical background and tested through research.

3.5. Research Methods

The collection of primary data will focus on the motivation and employee retention, approaches used by Odeon UK, levels of importance and benefits (Cohen, 2011).

3.6. Research Instrument

This study makes use of the questionnaire as the research instrument. The questionnaire will be constructed on the research objectives (Jaloni, 2011).

3.7. Sampling Method

The selected sampling method is non-randomly based on the researchers limitation of resources such as time and money to travel to other geographical areas. The non-random sampling will be realised in Odeon Wimbledon Cinema London and will be given hard copies to the staff and management to answer anonymously upon receiving approval from the management.

3.8. Data Collection

The questionnaire will gather information on the motivation process and employee retention in Odeon. The survey questions will be derived from the research objectives and literature review. The questionnaire will have twelve questions organised in four separated sections with three questions each. The first part will be on the concept of motivation, the second part of the questionnaire will be in relation to the process employee retention, the third part will investigate Odeon UK process of motivation and employee retention. The questionnaire will conclude with questions on status and demographic aspects.

3.9. Ethical considerations of the study

The data collection will be realised anonymously and for data research and not other purposes.

3.10. Timeline: Gantt chart

[illegible]

Chapter 4 Conclusion

This study will evaluate the concept of motivation, by looking at theories that offer different perspectives, it will look at the barriers and drivers for employee retention and it will collect primary data and evaluate the results from Odeon UK.

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